



Project Controls Expo – 16th Nov 2016

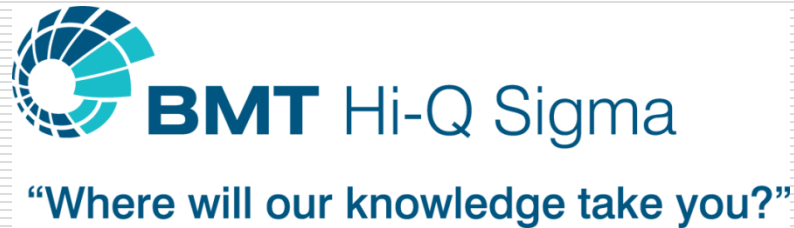
Emirates Stadium, London

Utilise Maturity Health Checks to increase
your confidence in the Project Controls data

About the Speaker

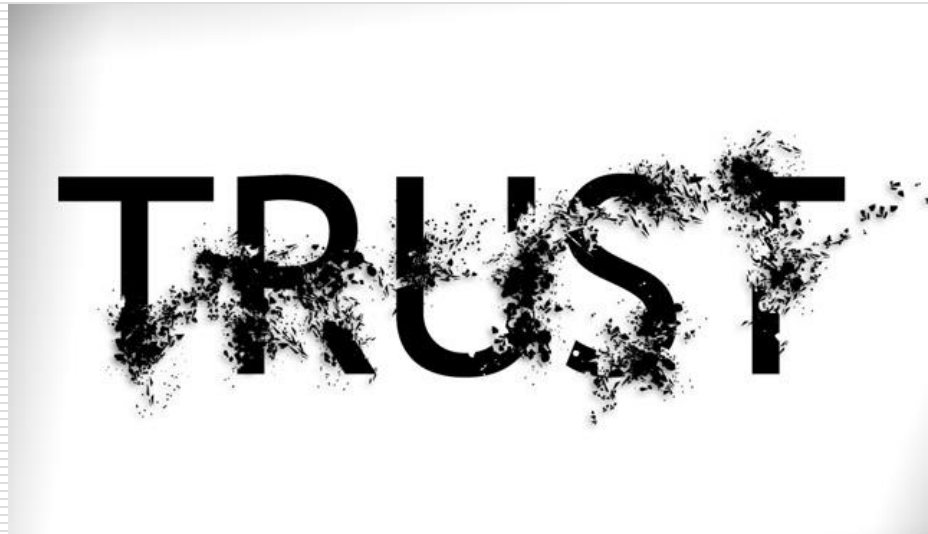
Robbie Thornhill and Vikki Warwick

Senior Consultants at BMT Hi-Q Sigma



What impacts on our ability to trust Project Controls data?

- A. People
- B. Process
- C. Tools
- D. Culture



Definitions

What do we mean by Project Controls?

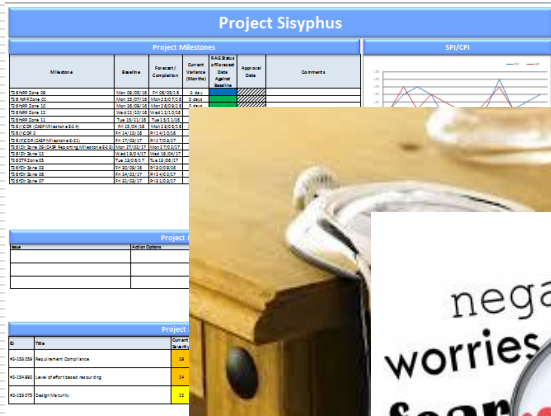
- Enablers that ensure accurate project controls data is captured.

What do we mean by Maturity Health Checks?

- Health checks on the specific elements of project controls



Why worry about the health of your Project Controls?



Project Sisyphus

Project Information

Activity	Start	Finish	Duration	Resources	Comments
CP1001-001	2010-01-01	2010-01-01	1		
CP1001-002	2010-01-02	2010-01-02	1		
CP1001-003	2010-01-03	2010-01-03	1		
CP1001-004	2010-01-04	2010-01-04	1		
CP1001-005	2010-01-05	2010-01-05	1		
CP1001-006	2010-01-06	2010-01-06	1		
CP1001-007	2010-01-07	2010-01-07	1		
CP1001-008	2010-01-08	2010-01-08	1		
CP1001-009	2010-01-09	2010-01-09	1		
CP1001-010	2010-01-10	2010-01-10	1		
CP1001-011	2010-01-11	2010-01-11	1		
CP1001-012	2010-01-12	2010-01-12	1		
CP1001-013	2010-01-13	2010-01-13	1		
CP1001-014	2010-01-14	2010-01-14	1		
CP1001-015	2010-01-15	2010-01-15	1		
CP1001-016	2010-01-16	2010-01-16	1		
CP1001-017	2010-01-17	2010-01-17	1		
CP1001-018	2010-01-18	2010-01-18	1		
CP1001-019	2010-01-19	2010-01-19	1		
CP1001-020	2010-01-20	2010-01-20	1		

SPICM

Project

ID	Name	Status
CP1001-001	Recruitment Conference	OK
CP1001-002	Level of Approval Meeting	OK
CP1001-003	Registration	OK



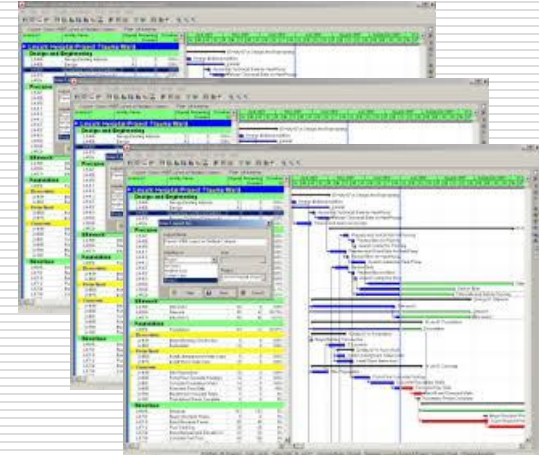
negativity
worries
fear
despair
doubt
weakness

confidence

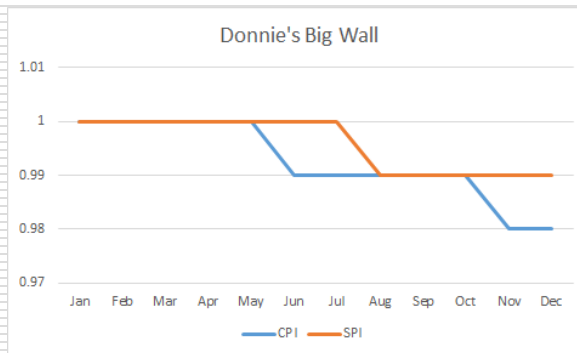
against



Examples - Schedule



	CPI	SPI
Jan	1	1
Feb	1	1
Mar	1	1
Apr	1	1
May	1	1
Jun	0.99	1
Jul	0.99	1
Aug	0.99	0.99
Sep	0.99	0.99
Oct	0.99	0.99
Nov	0.98	0.99
Dec	0.98	0.99



Key Milestone Indicator

Project Update

WEEK 1
dd/mm

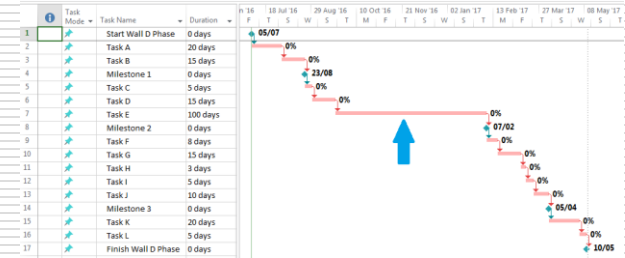
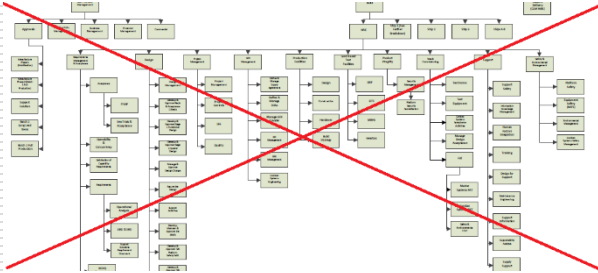
- High Level Cleaning - risk and method assessment completed. Operations to load IPW & P80MA to operate and work at height using MEWPs.
- Establish High Level Cleaning - Chapter 8 identified as separate, Risk & Method completed. SCPs due by dd/mm.
- Leadership meeting with Zone Controller & Terminal DBA set (dd/mm) Policy and Review.
- Review complete of PSL bottom line / Contractive Service Delivery - Meeting with Account Director set dd/mm.

WEEK 2
dd/mm

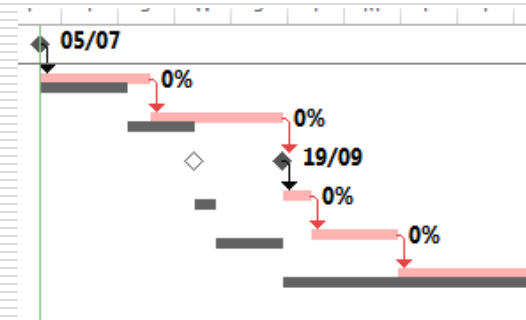
- POH Development needs - Continue Training set as part of RDP for all levels. Training package update due dd/mm.
- Establish and/or need for TTY - deliver update to client (pending).
- RACI Matrix for Leadership levels due by dd/mm.

Task	Due Date	Status
Contract Vs Service Review	DDMMYY	Green
Establish Financial Milestones	DDMMYY	Green
Leadership Review	DDMMYY	Yellow
High-Level Cleaning Process	DDMMYY	Yellow
Recruitment Needs	DDMMYY	Red

Examples - Schedule



Work
6 hrs
3 hrs
?? hrs
??? hrs
???? hrs
Lots of hrs
Fewer hrs
Lets say 3 hrs
7 hrs
12 hrs



Schedule Question

2. Schedule structure

A schedule underpinned by an agreed structure ensures clear accountability and increases the likelihood that delivery of the full scope of work will be achieved. A lack of structure can lead to deliverables and activities being overlooked and objectives not being achieved.

- Activities are not described clearly or in full.
The full scope of work cannot be traced through the schedule.
No clear milestones.
No Work Breakdown Structure exists.
No consideration of calendar.

- Activities are partially related to outputs.
Schedule only contains part of the scope.
Deliverables and milestones are known, but not defined.
A Work Breakdown Structure exists, but is not clearly linked to the schedule.
Calendars are not consistent or standardised.

- Activities describe fully how outputs are achieved.
Schedule contains the full scope of work.
Deliverables and milestones are clearly documented and defined.
Schedule is underpinned by a baselined Work Breakdown Structure.
Schedules are structured against an agreed standard calendar.

Other Example Schedule Questions

- Schedule management process in place
- Resourcing for all activities
- Interdependencies captured
- Schedule and risk alignment
- Trained and competent staff

Examples - Risk

RISK REGISTER



Risk Cost = probability + Initial Cost

Risk ID	Probability	Impact	Exp: Value(£)
01	75	£30,000	£22,500
02	50	£14,000	£7,000
03	30	£5,000	£1,500
04	20	£10,000	£2,000
Expected Monetary Value			£33,000

Risk Title	Probability
Peril	15%
Danger	5%
Liability	30%
Hazard	22%
Exposure	10%
Prospect	45%
Uncertainty	14%



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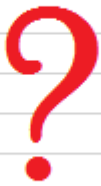


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Example - Risk

3. Risk ownership

Risks with clear ownership are more likely to be managed effectively. Where ownership is unclear or disputed, mitigation actions are less likely to be completed and overall exposure to risk will increase.

- Not all risks have owners.
Risks are not assigned to the person best positioned to manage them.
Lack of formal acceptance and uncontrolled transfer of risk ownership.
- Majority of risks are owned by a limited number of individuals.
Risks are owned by several individuals.
Risk ownership is inconsistent across the business.
- There are a range of risk owners who manage risks fully.
Escalation and aggregation processes ensure risk ownership at the correct level.
A defined Organisation Breakdown Structure exists and ownership aligns with the hierarchy.

Other Example Risk Questions

- Quantitative assessment
- Pro-active, achievable action plans
- Single configuration-controlled risk register
- Leadership and buy-in from senior stakeholders
- Trained and competent staff; clear roles and responsibilities
- Regular, structured, facilitated risk reviews

Example Performance Questions

- Performance baseline exists
- Comprehensive data analysis undertaken
- Data is robust, trustworthy, consistent
- Clear terms of reference for meetings
- Single reporting calendar
- Performance data is used to support operational and strategic decisions

What are Maturity Health Checks?

- Independent assessments
- What are they assessing?
- How do they work?
- Who should be doing them?
- How often?

Advantages of Maturity Health Checks

- Trust



- Gap analysis



- Quick and easy



Comparison with Other Maturity Assessments

Health checks are significantly quicker, in particular than IBRs, P3M3 assessments and Audits

Health checks can be embedded in to the project controls' processes and happen more frequently

Audits
IBRs
Peer Reviews

Projects don't need time to prepare for Health checks, they review the here and now

Culturally, audits can be portrayed as negative and intrusive

Our Experience

Ships Operating Centre, MoD - Implementation of P3M

- The P3M Mission: *“Transform P3M practice in the Ships OC so we have confidence in our plans to deliver to agreed performance, time and cost; understand and manage the balance of risk across our portfolio; and are better able to meet customer requirements.”*
- Health checks enabled us to assess the maturity of schedules and put in place development plans for improvement.
- This gave the Ships OC confidence that management information could be pulled from the plans to inform high level decision making.

Implementation of Health Checks

- Applicable across the P3M spectrum
- Ensure Health Checks are part of the project controls processes
- Implement a regular drumbeat
- Ensure there are clear roles and responsibilities
- Utilise the current governance
- Embed in to the culture – consider the behavioural piece
- Utilising the Health Checks sets the company standard

Challenges of Health Checks

- Concern over consequences
- Subjective in parts; needs to be more than a tick-box exercise
- Apathy
- Senior stakeholder buy-in is required
- Needs a supportive organisation
- Needs to be embedded

Hints and Tips

- Keep the criteria SIMPLE
- Don't just provide the score but provide suggestions for improvement
- Think about using competition
- Tailor it
- Mix up who carries them out
- Make health checks part of your P3 assurance

Summary

BMT Hi-Q Sigma » P3M Health Checks » Introduction

P3M Health Checks

- › Overview
- › **Introduction**
- › Risk Management Health Check
- › Schedule Management Health Check
- › Performance Management Health Check



Introduction

Find out how our online P3M health checks can provide you with a snapshot of the status of your projects and programmes